



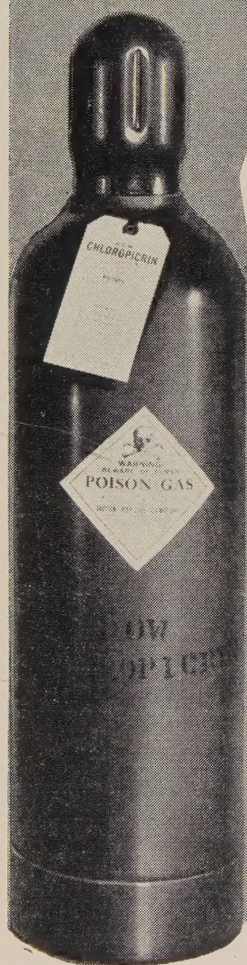
A train of Australian 21-ton capacity bulk wheat trucks. The trainload in the photograph is one thousand tons, each truck containing the 21 tons of wheat. Eleven tons is the approximate weight of the empty truck. The trucks have two top openings on each side for loading and each one is equipped with eight hopper openings in the floor. Discharge of the wheat is almost immediate. [See article in this issue.]

Grain

APRIL, 1946

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Carbon Bisulphide for Fumigation

M. V. Reagan, Mills Mutuals, Kansas
City, in A.O.M. Bulletin

THE insurance companies, both stock and mutual, are becoming quite alarmed over the increasing reports of the use of carbon bisulphide as a grain fumigant. In some cases, carbon bisulphide has been found stored inside the building for use as a fumigant on infested grain still in cars, and in other cases it has been reported that this very dangerous substance is being used to fumigate grain in the bins.

Carbon bisulphide is a highly volatile liquid giving off, at relatively low temperatures, vapors which mix air to form explosive mixtures. Its flash point is very low and its ignition temperature also is dangerously low.

Actually a spark is not needed to ignite the vapors, a heavy blow or jar being sufficient to cause an explosion. Only 1 per cent of these vapors mixed with air will form a hazardous mixture. It is much more volatile than high test gasoline.

While carbon bisulphide is known to be a cheap and effective grain fumigant, this substance is much too treacherous to be permitted anywhere on the premises. All insurance carriers strictly forbid its presence within or adjacent to any property insured, and the fire insurance policy carries a definite statement to the effect that the presence of carbon bisulphide within any building voids the policy.

It is urged you make sure that no carbon bisulphide is stored within or adjacent to any building and that none of this very hazardous substance is being used as a grain fumigant in your plant. Your fire insurance policy does not cover a loss occasioned by the presence of or the use of carbon bisulphide!

It is not the journey that is dull, but we who are making it blindfolded.—Chinese Proverb.

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THE PEACOCK SHEDS ITS TAIL

By GRANDON "Duke" SWANSON, Assistant Executive Vice President

The Grain & Feed Dealers National Association, St. Louis

Before the Society of Grain Elevator Superintendents' Convention

I AM glad to be here today for a great many reasons, and perhaps for entirely different reasons than most of you. My main concern is not going to be what you expect at all, although I will try to review briefly the things Ray Bowden would have said had he been here. I am going to deviate after those remarks and try to justify the title under which I am listed on your program, that is, "The Peacock Sheds His Tail."

One of the reasons I am glad to be here is that it furnishes an opportunity to bring a message to you that I feel is as vitally important as keeping pace with government regulations today, because, in a sense, it has to do with government regulations and what the future holds under such a system. I am glad to be here because you are here, which proves that grain handling and processing men are still interested in getting together for a discussion of their problems. Whether the group of industry men is large or small is of little importance, so long as we are intelligently discussing the issues which confront us in a manner that will encourage men to think in terms of constructive reconversion rather than the necessity for action in another crisis.

I am glad to be here because, in a measure, it's a short reprieve from that desk back at 100 Merchants Exchange, St. Louis, which pass the messages of encouragement, the cries of distress, the suggestions for change and the groping for light, of a confused and battered industry. I am glad to be here because I can meet you face to face and demonstrate, in some measure, the serious purpose with which we, your representatives, go about the grim tasks you lay out for us.

Pioneers in Collective Effort

AFTER half a century of service, The Grain & Feed Dealers National Association can look back over its record with pride, even as we look ahead with misgivings. At the old

Geared-Up To Generate Thinking Along Constructive Lines, Mr. Swanson's Remarks "Brought Down The House." Able Executive Assistant Of The Industry's "Parent" Body, "Duke" Spends Most Of His Time "On The Firing Line." The Generous Applause Accorded His Remarks Reflected The Convention's Hearty Agreement And Forecasts Unity In The Struggle Ahead.

Saratoga Hotel in Chicago on November 9, 1896, Charles S. Clark, publisher of the *Grain and Feed Journals Consolidated*, presided over the first meeting of the National Association. That was a memorable day for the grain trade, for problems were not uncommon in the "Gay '90's," and it was felt that the problems facing the industry at that time could best be solved by the industry as a whole, rather than by individuals working independently.

Down through the years we have learned a great many things about ourselves, but the greatest of these is necessary for cooperation on common problems. The need of presenting a united front on at least the broad,

basic principles which have marked our industry as the most efficient distributive organization known today, is doubly apparent. No other industry has ever been able to gather, process and distribute its products so cheaply.

One of the early problems taken up by those pioneers who organized the Grain & Feed Dealers National Association, was that of uniform grades and standards, which, today, have become so common that they are accepted without question or without even a thought to the fifteen year battle the National Association waged in getting uniform grades and standards established and kept uniform through federal supervision of inspection.

From 1901 until 1916, year after year for fifteen years, the necessity for this progressive step was pressed by the National Association, until our objective was achieved. Nineteen sixteen was a great year for the National Association and the grain handling and processing industry of this country for we had so firmly established ourselves in the economic scheme of things which, emphasized by an imminent war, brought recognition from the President of the United States himself, who addressed the Annual Meeting of our Association that year in Baltimore — one of the major speeches of his career.

"GRAIN"

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Dean M. Clark

New York Representative, K. C. Pratt, Inc., 50 East 42nd Street, New York 17, N. Y. Phone MUrray Hill 2-3730.

Marketing Shackled

THERE were other problems in those early years, which by comparison seem small today, but this is only because organization has made the solutions of all problems a little easier. Recently we have been concerned with government regulations, with priority and limitation orders, with the Uniform Grain Storage Agreement, with the famine emergency, with strikes and labor troubles and a great many things too numerous to mention. I am not even going to attempt a thorough discussion of any of these things, but perhaps in a few words I can bring you up to date on many of the items of interest you have followed in our news letters and in the reports from your secretary during these past few months.

It has been a firm belief of this Association and its management that the farmer is entitled to free and open markets, which, through the experience of nearly one hundred years, have made it possible for him to find a ready outlet for his surplus produce on any day of the year.

Under OPA regulations the normal functions of the markets were hampered and curtailed to such an extent that industry was unable to provide for itself that measure of safety

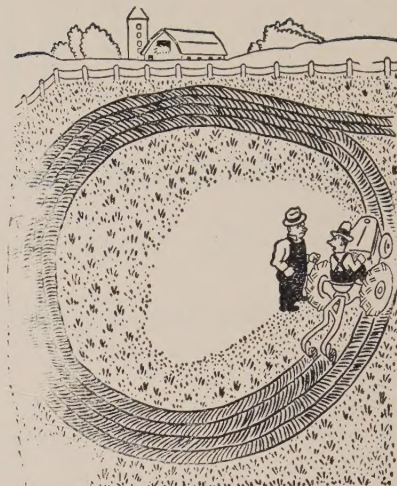
which had always been contained in open cash and future markets. Under government control the only realistic prices were black market prices for they alone reflected the level at which producers would sell and which users would pay.

With free and open markets and the opportunity to sell or purchase grain for delivery at any future date at a specified price today, the uncertainty of operation will make necessary higher margins of profit, in keeping with the greater risks taken, with the result that unstable spreads will develop between the price paid to the farmer and the price paid by the consumer.

Mr. Bowles and the Administration tried to have the public believe that the only way we could save ourselves from inflation was by maintaining control over prices. In addition to this, they pleaded with Congress for more and more money to pay higher and higher subsidies to keep the price to the consumer down—all of which the consumer had to pay in the form of taxes.

Inflation Is Here!

WE cannot avoid inflation because inflation is here! If OPA regulations could have been enforced they



"But you told me it was best to rotate crops."

might have furnished some measure of protection, but without enforcement, ceiling prices were a dangerous ally of further national discontent and confusion.

You are all familiar with the problem under wages and hours which has confronted the industry these past two years. In the Holly Hills case, the Supreme Court ruled that the Administrator of the Act should immediately write a new definition for the area of production. That was two years ago.

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On two occasions we have represented you in hearings on this matter. In the meantime Senate file No. 1349 proposed amending the Wage and Hour Act in a manner which might have been disastrous to country elevator operators had it not been for the alertness of your National Association and Ray Bowden.

Appraised of this legislation we informed your secretary, together with the heads of all our other affiliated groups, and pressure was brought to bear in hearings before the Agricultural Committee of the House to knock out those objectionable sections of the bill, hence we have retained the fourteen week exemption period now granted under Section (13) (a) (10) of the present Act.

At the same time the Gwyne Bill was immediately supported by the National Association. This bill would limit the liability of an employer to two years instead of requiring a payment in full, of wages back to 1938, due employees because the Government changed its mind. We also opposed, in the amendment to the Fair Labor Standards Act, the establishment of minimum wages of 75c an hour. There are other measures in our legislation file with which we are concerned, but which are of lesser importance at this time.

Nudity Prevents Strutting

IN opening I referred to the original meeting of the Grain & Feed Dealers National Association fifty years ago and reviewed briefly a few of the many accomplishments we have worked out together. The grain trade, through the manner in which it has conducted its organization and its business, has every right to be proud as a peacock. Not that we wish to assume a strutting attitude, for such would be impossible in the state of our nudity today.

To a great many people, the concern of the industry with national affairs seems of comparatively recent date, but I hasten to remind you that government orders are no new things in the grain handling and processing business.

As early as 1917 we were opposing government control of industry during World War I, and objecting strenuously to the U.S.F.A. Grain Corporation. In 1918 we opposed federal regulation of grain crops, milling regulations and other war restrictions. 1919 was no different, nor was '20 and '21, when, after World War I, we saw the advent of bloc legislation and since that time have witnessed the toll

which power politics have taken of our liberties.

The Federal Grain Commission started an investigation of grain marketing in 1923, about which volumes have been written. We can hold our head high today on this matter, in the manner of the peacock, and have asked the new investigating committee, which has just been organized, to investigate us thoroughly—for we have a record to be proud of. But, proud as we were, and with our iridescent tail feathers gleaming in the sun of those prior years, we had to oppose the Hall-Barkley Bill in 1924, the Agrarian Relief Bill of 1926, the McNary-Haugen Bill of 1927 and the Canadian Wheat Pool plan.

In 1928 the McNary Bill was a carry-over and the fight still raged, while the Federal Government saw a means of not only dominating the industry, but of lining the Federal Treasury as well with inspection fees. In that year we successfully opposed the Federal Government taking over the inspection of all grains in our market places. By 1930 the Farm Board was a reality and in addition Federal Farm Storage was being discussed. By this time grain marketing by the Government was a reality.

Only Few Tail Feathers Left

IN 1932 we contended with the Agricultural Marketing Act and the export of surpluses, with the Jones Bill and the NRA as potential threats to the industry. One by one now, our tail feathers were being plucked. The price of corn and wheat could now be fixed by Government through an agricultural support program. Surpluses continued to increase and our foreign trade was practically destroyed. Still the grain trade, with but a few bright feathers remaining in a once proud tail, continued to support any measure which would solve the economic chaos that had beset the country.

1937 saw the start of war in Europe and the beginning of new trouble. Government agencies were now being used for purposes that Congress never intended. The people were shouted down and resigned themselves to restricted opportunities under duress of emergency. War came to America and with it Congress voted the first War Powers Act with practically unlimited authority to the President of the United States.

The story since then is familiar to all of you. For the last few years, and it seems like ages, we in the grain handling and processing business have been operating under the pinch of government controls which have left

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little latitude for normal process. Government orders, with continually increasing demands upon our time and patience, have left little of the enjoyment and exhilaration we once felt for our jobs, but because we have had our state, regional and national associations to cushion the shock of radical change and departure from the ways we knew so well, we still survive. The once proud peacock, with a trailing glory of accomplishments over which to preen his proud feathers, is now a dull and ruffled fowl, lost in the dark woods of indecision, doubt and confusion.

Perhaps this picture is too black. That fatal December 7, 1941 we received a stunning blow, from which recovery seemed hopeless, but through organization we redrew our lines. Definite decisions made us more hopeful; a full realization of the problem ahead, followed by definite action and the will of God Almighty, allowed us to win a war. But concerned with the problem of winning it, we lost sight of basic principles, and we are again confused with a multitude of new problems added to those we already bear.

You may be sure of one thing—some indication of which is already evident—that the death agonies of expiring government agencies will far exceed the birth pains which accompanied

their explosive arrival. Now, more than ever, do we need the help of each other in our common cause and a centralized voice, amplified by 100% participation of every unit of the industry, to insure understanding and achievement.

Unraveled Alphabetical Age

Our trade associations helped unravel the vagaries of an alphabetical age in government, and now we must depend upon their leadership to solidify the ideas of a new era into a comprehensive plan for our election to a high place in the future of agricultural development. Yesterday we fought and worked for the preservation of our country and the ideals we had hoped the whole world would adopt as necessary to future peace. Today we stand on the frontiers of decisions which will shade or highlight the future of our business.

We will be asked in the immediate future to make the gravest decisions we have ever been called upon to make, and action must follow these decisions if progress and prosperity are to be maintained. Yes, this is a plea to the grain handling and processing trade to arise and take their rightful place in the agricultural scheme of the future. Your Association, fortified by its affiliation with

this National Association and scores of other state and regional associations, can speak effectively for you. In finding a voice let us remember that every measure that affects agriculture affects our industry, so we must be in a position to bargain collectively for our rights and future opportunities.

The grain handling and processing industry is so interwoven in the cloth of the agricultural future that we should rightly predominate the pattern. It's going to be the color and the strength of the yarn which we, ourselves, spin that will determine whether or not that cloth has the eye appeal and the enduring texture necessary to stand the sales test of the future and ultimately find public acceptance in the markets of the world. This is a challenge to the industry-community in which we work that we cannot escape.

We hope that everyone who lives in our community will patriotically do his part in helping this community grow. It can grow only through a return to the sustaining bread of sound basic principles. The loaf must be made of unselfish coöperation from the truthful grist of reality mixed with the essentials of honest enterprise. Add to this the expanding yeast of understanding. Flavor the dough with the sugar and salt of unselfish purpose. Shape the loaves well in the light of our hope for the future and set them to rise in the warmth of common interest.

Baked in the heat of intense desire we'll have a feast of progress that will again make us strong and our people united. Let's make OUR industry an inspiring example for a new America at work.

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The Eager Beaver



The Human Relations Aspect Of Collective Bargaining

By CHARLES M. HANNA, Labor Relations Counsellor*

Before Chicago Chapter, Society of Grain Elevator Superintendents

IT is not my intention to commence this discourse on a pessimistic note. However I see no reason why anyone of us should adhere to a policy of either "whistling in the dark" or "fiddling while Rome burns." I shall try hard therefore to steer a middle course and be as objectively realistic as possible.

Amid the clamor and hubbub of present day management-labor strife, we read and hear much about a certain something referred to more or less glibly as "human relations," or more specifically as "employer-employee relationships." Both terms have been bandied about and kicked about with almost ecstatic abandon by all and sundry (particularly by industrialists, politicians, and professional reformers) during the course of the last ten or fifteen years.

At this time of crisis in our national and industrial affairs it seems quite in order to stop encouraging the notion and expectation that human relations can be anything less than the most important and complex study to which our minds may be applied. Nor should we be misled, as I think nearly all of us are, by the relative ease with which most of us manage to adjust ourselves to our respective roles, environments and activities.

Less Understanding Than Baseball Pitcher

YOU and I, actually, have less understanding of what we do, how we do it and why we do it than does the pitcher in a baseball game—and for the pitcher in a baseball game, in the whole world there is not as yet the anatomical, physiological, neurological, and psychological knowledge—not even the mathematical technique—necessary to explain what he does in seconds without ever having heard these names. So let none of us, therefore, be guilty of the delusion that we are experts in the almost occult field of human relations. Quite

contrary to popular opinion, human relations is an area of specialization and investigation that you and I should constantly approach with an attitude of humility and docility—carefully—yes, even prayerfully!

My remarks are understandably directed to those of you who do and to those who do not have collective bargaining agreements with labor organizations. Those of you who do have collective bargaining contracts in effect will, I am sure, agree that collective bargaining negotiation (in your industry or in any industry) is successful only insofar as it serves as another step toward ultimate satisfaction to the employer, employees, and to the union.

The only satisfactory long-range solution to the employer-employee relationship is the establishment and maintenance of sound industrial relations. Preservation of management rights is, of course, the only first essential in the establishment of such relations.

Build Stable Relationships

HAVING, however, properly and effectively preserved its rights, management's next big obligation is to exercise its rights in such manner as to build a solid foundation for stable and satisfactory relationships with its employees. Only in so doing can you or I permanently and effectively insulate our organizations against the onslaughts of an uncommonly virulent unionization movement which is currently sweeping all of American industry.

As I mentioned a moment ago, perhaps many of you do not have any labor organization whatever with which to deal. If not, it should certainly be your earnest desire to do everything possible to preserve that status quo.

Those of you in whose organizations a labor union has become successfully entrenched will doubtless agree that



"Just because you're taking that supervisory training course at the plant is no sign you have to practice on me."

when you first came face to face with the fact that your workers had pledged allegiance to a union, you very probably experienced emotions that were somewhat similar to those of the fellow who, happily married for many years, learned suddenly that his supposedly faithful wife had been guilty of the most depraved kind of extramarital misconduct. As with this fellow, so too with you, undoubtedly the first compelling question that popped into your mind was: **WHY?** Why did they do this to me?

We might as well "call a spade a damned shovel" and recognize that collective bargaining (whether we have an outside labor organization in our plant or not) is a more or less permanent part of our present day industrial civilization.

Why They Join Unions

ONCE again, whether or not any of us are obliged to deal with a labor union at the present time, proceeding on the principle that "knowledge is power" it may be well

for you and me to try to get a basic understanding of the following two factors:

1. Why workers join unions in the first place and what they do and do not expect from those unions, and

2. Something of the nature of what employees as a whole basically want.

Clinton S. Golden and Harold J. Ruttenberg (both prominent officials in the C.I.O. Steelworkers Organizing Committee, in their singularly well-executed book, "The Dynamics of In-

dustrial Democracy," set forth the following motives for union membership. They say, and with no small degree of authority, that:

"To look upon industrial unrest and the formation of labor unions as springing primarily from economic factors is an oversimplification of the problems of human relations. The basic needs of the human beings who make up American industry's working force are threefold.

"1. Economic: — An ade-

quate plane of living and the necessary amount of job and wage protection.

"2. Psychological: — The personal needs of freedom of action, self-expression and creative outlets.

"3. Social Needs: — The ties and bonds of groups relations, family and community life."

NOW, let's see how those findings line up with the independent and entirely neutral researches of E. Wight Bakke of Yale University. His preliminary studies lead him to conclude that there are four (4) paramount worker's goals, namely,

(1) To function in socially respected role.

(2) To attain a degree of economic security possessed by the most favored of his customary associates.

(3) To gain an increasing measure of control over his own affairs.

(4) To understand more thoroughly the forces and factors with which he must deal.

Although Bakke has not yet published more than a brief indication of the nature of his findings, every one of us can, no doubt, fill in the outline of workers' goals with observations drawn from our own experiences.

Striving For A Socially Respected Role

I Considering for a moment the goal of functioning in a socially respected role I think it is clear to all of us that a union does provide the worker an opportunity to function and act in roles that provide varying degrees of prestige. As a union steward, for example, the worker has frequent contacts with his foreman. As a committeeman or officer he has contacts with top management.

He sees the boss. He is in the front office. He knows "what goes on." Pretty generally he has the answer to that widely current question: "What's cookin'?"

The appeals of the employees in his department for the adjustment of grievances are presented to him. He has the profound personal satisfaction of helping to straighten out wrongs and of seeing unsatisfactory conditions corrected. He has the feeling of being "looked up to" by his fellow workers. He is, in brief, a sort

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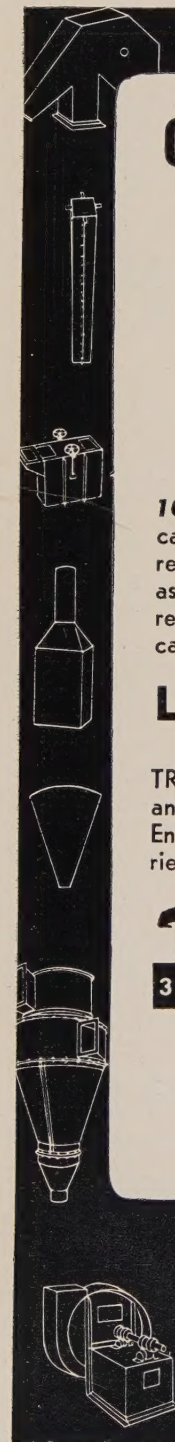
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But this aspiration on the part of employees is not different in any respect from the aspiration on the part of many industrial managers to be president of the chamber of commerce, to function as an officer of an important society, or even one day to be a member of the Board of Directors of something or other.

Assertion of the Significance of the Individual

2. Basically, the employee is searching for some way to assert his individual significance. He instinctively does not want to be one of the mass—a clock number. He rebels against being an infinitesimal atom of either a large or a small enterprise.

The plant today has become the basic social institution. "Business is now a social as well as economic phenomenon." It certainly is not a vacuum where emotions, temperaments, aspirations and personalities are checked at the gate. Human beings live in plants as well as work in them, and individual human aspirations and urges—which neither you nor I can change—are constantly being frustrated or satisfied. Each employee (with very few exceptions), whether works manager or janitor, wants to feel important through receiving individual status and recognition. Each wants his own place in the sun. Each wants his own individuality respected.

With the growth of the plant in size and complexity, with the removal of policy-making management further and further from employees, the result manifestly has been to lessen the individual employee's significance. Consequently one of the economic factors that influences the ability of a union to establish itself in any company is the impersonality of the relationship between workers and management.

If the employee is not treated as an individual, if he feels that he is lost in the crowd (however small the crowd), if he feels he is simply a clock number, a "fifth wheel,"—then one of his natural desires and drives, particularly if he is an aspiring employee, is to turn to the union to assert his independence. This should not be necessary! It is a basic problem that you and I, that industry must solve—but it is a fact that must now be understood!

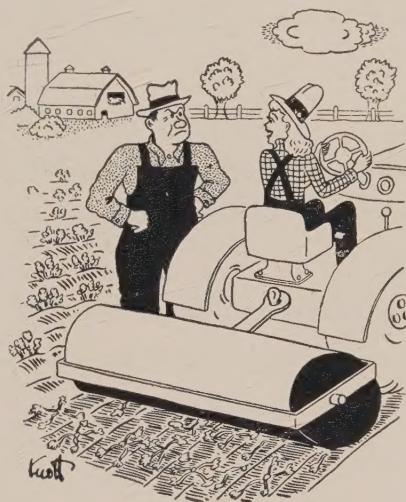
Unions Capitalize on Resentment

AS J. David Houser, in his book "What People Want From Business," very astutely observes:

"Not low wages alone, but inadequate returns in conjunction with subtle and poignant affronts to human dignity are the true causes of resentment in industry."

And they will not be eliminated by unionization. The source of these affronts, and therefore their prevention, is entirely within management control,—namely ways in which organizations are set up, administered and supervised. By reason of their external nature unions cannot effectively participate in these matters.

If, however, fundamental elements of discord were really eliminated, unions as they are currently organized, would lose their principal function which, at present, is to provide a method of punishing management for the continued debasement and



"But your wife told me to help her mash the potatoes."

frustration of workers. With such punishment taking its only possible form—that of frequently recurring demands for more money—these recurring wage demands are, not entirely, but in large part symbols of resentment on the part of workers.

Then, too, look at it this way—the average worker cannot express exactly what it is he wants.

Workers' Statements Misleading

MANAGEMENT cannot depend upon the workers' own statements for principles upon which to base its human-relations program. If it does it will be misled. Our workers, for instance cannot say:

"Now look, Mr. Boss, I'll tell you exactly how I feel. It's like this. My sense of personal significance is consistently offended; my innate craving for decent considera-

tion is constantly defeated; my working environment confuses and frustrates me; the complexities of modern industrial civilization baffle me; I have little or no opportunity for self-expression or self-realization in my work, and I have little or no way of participating in the making of decisions that vitally affect me in my work."

Obviously, as you and I realize, the average worker does not speak or think in such abstractions as are mighty essential to the clear definition of organization policies for one thing. And for another, like anyone else who hesitates to incur criticism, he does not care to risk being thought either egotistical or "soft." Powerful as is the desire for personal regard, and it is immutably powerful in all of us, the worker would never admit it. He would prefer, rather, the reputation of being able to "take-it-on-the-chin."

But even if the worker were willing to acknowledge his craving for respect and his hidden, but bitter, indignation over its continual defeat, and even if he had ready words to describe it, he would be restrained by yet another reason—for the worker somehow knows or senses that the causes of his resentment are found in organization relationships and administrative methods; in short-sighted practices offending the worker's individuality; in careless methods of employment, training and promotion; and most especially in the all-important day-to-day relationships involved in supervision.

Company Judged By Treatment

I dare say that no one will ever be able to compute the almost incalculable loss, not only in dollars and cents, but even more important still, in loyalty, confidence and respect that has resulted from unthinking, undirected, uninspired and inadequate supervision at the work level. No one, I am sure, will dispute the fact that every worker tends to judge the whole company in terms of the treatment that he receives from his immediate boss. Inept supervision never fails to redound to the irreparable detriment of top management and the entire company.

But tradition, as you and I know, places these important matters in the employers' hands, and tradition rules so strongly that workers, even if they could identify the causes of their bitter feelings, would feel it entirely outside their proper sphere to suggest or demand changes.

X MARKS

DID YOU LOOK?

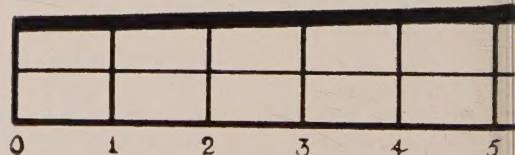
WHAT DID YOU FIND?

Weren't You Shocked to Discover So Many Gapping Openings?

Have You Any Idea of the Massive Network of Interior Channels Back of Those Hair-Line Cracks?

Did You Ever Stop to Think How Water is Getting Through the Face of the Concrete with Such Conditions Existing,—and How Much?

<u>THE CAUSE:</u>	<u>THE RESULTS:</u>
<u>WATER</u>	Freezing and Thawing
<u>ONLY</u>	Corrosion of Steel
	Deterioration of Concrete
	Volumetric Variations Causing Excessive Cracking
	Many Others



There Is No Obligation. Just—

Call in **B. J. MANY CO.,**
30 N. LA SALLE STREET

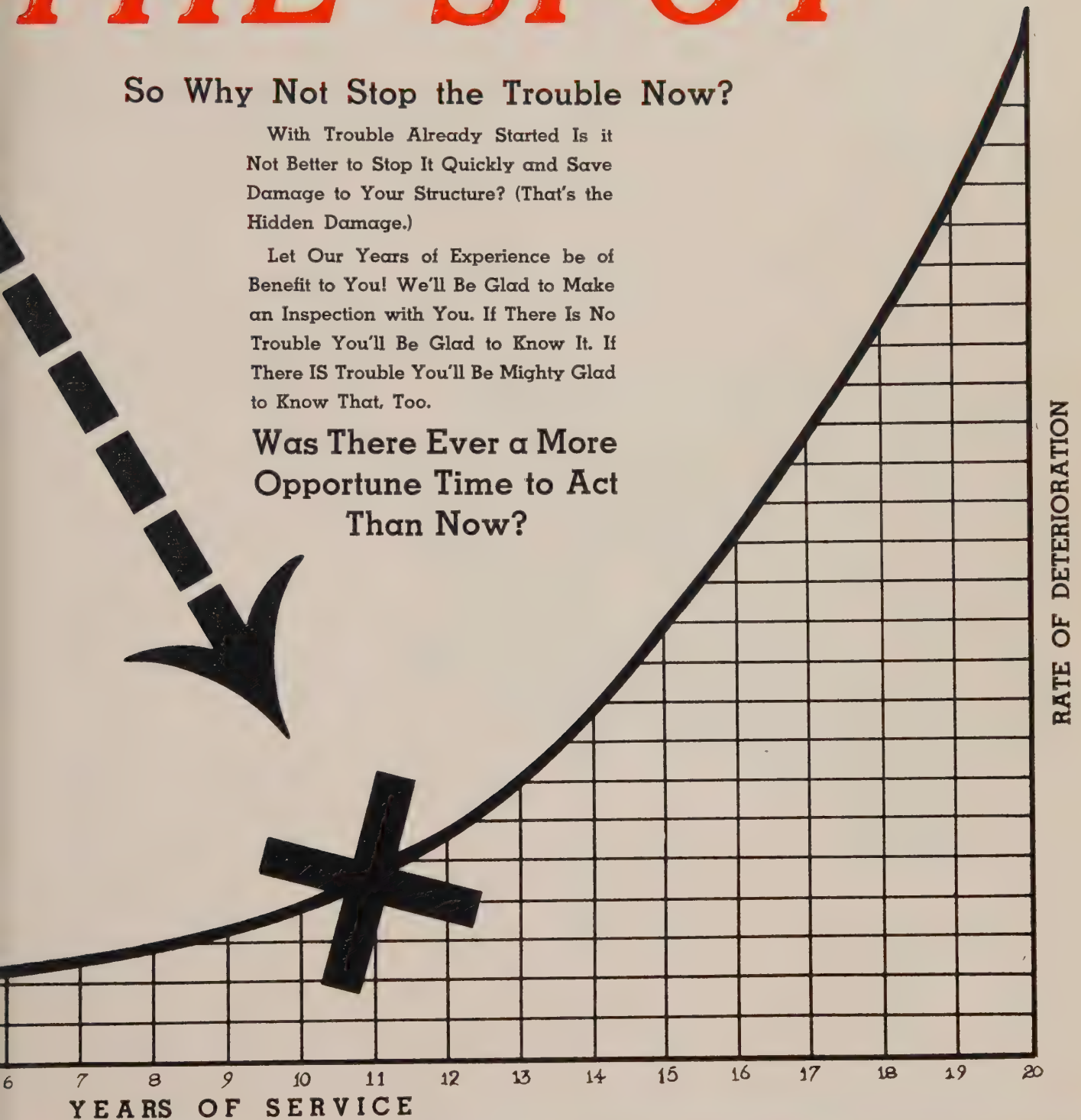
THE SPOT

So Why Not Stop the Trouble Now?

With Trouble Already Started Is it Not Better to Stop It Quickly and Save Damage to Your Structure? (That's the Hidden Damage.)

Let Our Years of Experience be of Benefit to You! We'll Be Glad to Make an Inspection with You. If There Is No Trouble You'll Be Glad to Know It. If There IS Trouble You'll Be Mighty Glad to Know That, Too.

Was There Ever a More Opportune Time to Act Than Now?



NC.
O 2, ILLINOIS

Detroit 26, Mich.....702 Hammond Building
Baltimore, Md.....Baltimore Life Building
Asbury Park, N. J.....500 Rona Street
New York 17, N. Y.....3723 Grand Central Terminal

Authorized Agents

Seattle 11, Wash.—Pioneer Sand & Gravel Co., Inc. 901 Fairview Ave., North; Toronto 10, Ont., Canada—Asphalt Services, Ltd., 366 Adelaide St., West; Fort William, Ontario—Northland Machinery Supply Co., Ltd., 203 Hardisty St.; Winnipeg, Manitoba—Northland Machinery Co., Ltd.

But for continuous petty irritation and indignities, for the lack of that genuine meaning in work which his (and our) human nature craves, and for his being treated both by his superiors and by the organization as an automaton, a robot, a clock number—for these things, gentlemen, the employee can and does compensate. In understandable retaliation for the continual dull hurt and the vague anger against actual or imagined suppression, he can “soldier” in his work; he can, as the boys say, “gold-brick” on the job; he can shift from job to job, spurred on by the unhappy urge to find satisfaction somewhere; he can secretly or openly “cuss” the boss; or he can welcome the opportunity to join a union when it is offered him.

III Feelings Vented on Boss

SERIOUSLY, let us make an ineradicable mental note of this, intertwined with the many motives for union membership is the almost universal desire of workers to tell the boss “to go to hell.”

It's a palpable insult to human nature to believe that men would go into picket lines and even endanger their lives in bloody violence for the mere wage increases or shorter hours which unions demand. Behind every blow in every strike are days and months and years of hurt feelings over acts emphasizing men's insignificance and enforced inferiority, accumulated into a resentment which is bitter, blatant and strong because it expresses the very will to live; a resentment which, as we have all seen, will drive men to almost any limits, either in the hope of realizing some measure of relief from petty tyranny, or to gain significance as part of a group gesture of punishment.

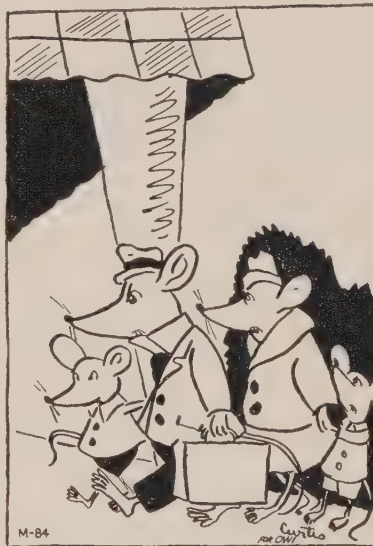
The worker knows that he wants something which would not only cost his employer nothing to provide, but would also bring him and his employer great returns. He knows this, even though he has no word for his desire!

What the worker wants is a minimum essential of life—and the word is consideration—genuine consideration, —regard for his simple dignity as a man. It is the least he can ask. And until business shifts the focus of its attention from the concrete surface symptoms of unnecessary friction in human relations to this primary abstraction, industry will lack the principle both of locating and of removing the threat of ultimate destruction!”

The Desire For Economic Security

3. Of course, it would be entirely unrealistic to say, even in the face of all this, that workers do not want more money. They do want reasonably high wages and steady employment, or as expressed by Bakke, workers wish to achieve “that measure of economic security possessed by the most favored of their customary associates.”

There is nothing peculiar about this desire. It's quite normal—and we all possess it. The desire for advancement is basic to the American character. Workers, just as you and I, have wives and children for whom they would like to provide better and better advantages. They have been deliberately educated over the years to believe firmly that American industry can continue to provide an increasingly higher standard of living.



“FOOD CONSERVATION! BAH!”

In many small or medium-sized companies relations are sound and employees are quite happy despite comparatively low wages, however as we have all seen, in many larger companies where the close connection between employer and employee has been lost, high wages have not prevented internal dissension and strife.

The unions have, of course, capitalized heavily on employees' obvious desire for economic security and have in this manner become a symbol of higher wages and shorter working hours. In general it can be said that employees look to the union to satisfy their economic needs. Nevertheless, let us bear in mind that this trusting dependence on unions is often retarded by memories of strikes and the serious question of whether the game is worth the candle. Then, too, part

of the picture of economic security relates very directly to continuity of employment and not merely higher wages.

The last great depression, with all its dire human consequences, has left many an ineradicable scar. It is too well remembered, with the expected result that the question of security expressed as a dismissal wage, unemployment compensation, seniority provision, etc., will become increasingly more paramount in the worker's mind.

Desire For Increasing Control Over His Own Affairs

4. The third goal, common to most workers, is very closely related to the desire for security and expresses itself as a demand for increasing the control over their own affairs, which, if we state this desire negatively, is reducing the control exercised by others.

This never fails to provide an interesting conflict between union and management. So far the unions have served to reduce the control of management over employees through the grievance procedure, limiting the right to hire and fire, promote, demote, etc. In a measure, unions have served to reduce the arbitrary exercise of authority by management.

Their policies, therefore, coincide with the general desires of employees up to the point where the union itself becomes arbitrary and so powerful that it reduces the control of the individual over his own affairs. The current classic example of such usurpation of power is the case involving Cecil B. De Mille and the Actors and Artists Union. Because of this staunch American's understandable refusal to pay \$1.00 to the Union for an entirely political purpose (which purpose by the way did not square with Mr. De Mille's personal opinions and predilections) he was summarily dismissed from the Union and, as a result, can no longer produce the “Lux Radio Theatre” which for years had been acclaimed as the most popular and widely heard program on the air.

While the worker looks to the union as a counterforce to the power of management, he rightfully feels that unions should not get so much power that they, in turn infringe on his own freedom. And right here it is well to draw a sharp distinction between labor and labor leaders. In view of the events of the past years, considerable skepticism exists among employees as to whether their basic objectives can be attained through labor leaders

without losing the freedom they want—and must have.

So far, however, the desire to counter-balance management's authority has exceeded that of counter-balancing the union leader's power and authority. But increasing demands for the closed shop, the union shop, abuse of maintenance of member privileges, and other peremptory acts of union leaders that interfere with the employee's voluntary participation in union affairs may very well swing the pendulum in the opposite direction.

Understanding

5. Most workers it is found are poorly informed as to the economic factors at play in American industry. A recent survey shows that 71 per cent of the employees surveyed did not know approximately how much money the company made last year, while 76 per cent of them would be genuinely interested in knowing. Seventy-three per cent of the employees questioned had not seen a recent statement of the company's financial situation or had not had an official talk to them about it. Information had been acquired entirely from rumor and hearsay.

No sense of participation in an enterprise can be expected if the basic forces at work are either not understood or have been misrepresented to the employees.

The final goal, then, that most workers desire is to understand the factors that influence their very existence, and thus the forces and factors that influence the life of the company.

Neither industry nor unions have done a good job of informing the worker. However the unions have made progress in distributing slanted information with the publication of booklets, through the speeches of their union leaders, and through the medium of labor journals—and so far at least have done, although obliquely, a better job than management.

It's quite interesting to compare Bakke's conclusion concerning workers' motivating desires with those of Mr. Elmo Roper, the conductor of the famous Fortune poll, as indicated in a recent survey. According to Mr. Roper, Labor has these most pressing wants:

What Labor Wants

1. Security.
2. Opportunity for advancement.
3. To be treated like people as individuals.

4. Recognition of the individual's dignity and responsibility.

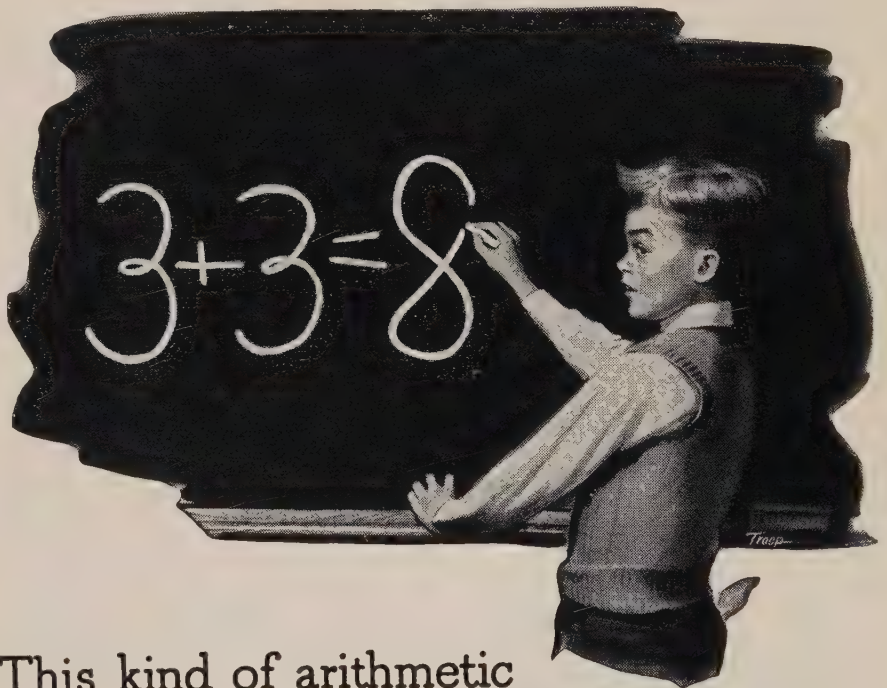
The kind of security labor wants primarily is full employment at a reasonably high wage. Demands for an annual wage, dismissal compensation and unemployment compensation spring from the desire for security. If employees were reasonably confident of full, continuous employment at a reasonable high wage, the various alternatives would doubtless lose their appeal.

As we all know, opportunity for advancement is a good old American tradition. Even employees who would themselves turn down a job carrying more responsibility nevertheless feel keenly the injustice of promotions that are not based on merit and length of service. Any departure whatsoever

from the ideal of "may the best man win" results in suppressions that seek outlet in unrelated demands on management.

"To be treated like people" is the universal craving for decent recognition that is very closely akin to what Bakke refers to as the assertion of the "dignity of the individual." Though he be the lowliest sweeper in a plant of 50,000 people, the worker is the most important thing in the world to himself. Failure to recognize and respect his individuality is one of the major causes of eruptions in industrial relations.

The feeling of dignity and responsibility that every human being desires, be he sweeper or president, is composed in part of a desire to be recognized as an individual and in part of a desire to have his contribu-



This kind of arithmetic may put Johnny through college

Here's how it works out:

\$3 put into U.S. Savings Bonds today will bring back \$4 in 10 years. Another \$3 will bring back another \$4.

So it's quite right to figure that 3 plus 3 equals 8 . . . or 30 plus 30 equals 80 . . . or 300 plus 300 equals 800!

It will . . . in U.S. Savings Bonds.

And those Bonds may very well be the means of helping you educate your children as you'd like to have them educated.

So keep on buying Savings Bonds—available at banks and post offices. Or the way that millions have found easiest and surest—through Payroll Savings. Hold on to all you've bought.

You'll be mighty glad you did . . . 10 years from now!

SAVE THE EASY WAY...BUY YOUR BONDS THROUGH PAYROLL SAVINGS

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tion to society (or to the ultimate product of the plant) duly appreciated.

Management Has Dual Role

THUS we see that Roper, like Bakke, emphasizes security and desire for individual recognition as the most important desires of the individual who makes up the great body of labor. And if these desires are not met, they will undoubtedly continue to express themselves in diverse ways that threaten management control, and a stable relationship between management and labor will remain a desirable but unattained goal.

We would do well to bear in mind that management has a dual role to play in its relationships with its employees:

FIRST—It has day-to-day contacts with individual employees, which give management an opportunity to satisfy reasonable employee needs and desires.

SECOND — Management bargains with the employees through their union. The union, as we well know, is not easily satisfied. The union is not satisfied with reasonable wages, hours, and working conditions. It is dynamic in its demands. It has got to be. It must justify its existence by always demanding more—and more—and still more. The union frequently seeks to strengthen its position by en-

croaching on management functions.

Even though management honestly and sincerely strives to satisfy every reasonable demand on the part of its employees, and even though the employees recognize that fact, management may still be faced with unreasonable demands from the union and may find itself unable to agree or to satisfy union demands. The chief danger in this unique situation is that management may permit its resentment at what it considers the unions' unjustified demands to carry over into a feeling of resentment toward individual employees.

Must Properly Appraise

IF management, if you and I, can bear in mind the sharp distinction between individual employees as such and the employee body as represented by the union, it may be eminently possible to build a sounder relationship between management and employees.

Although you and I conclude that workers are interested in more than wages, hours, and working conditions, and while these needs and demands of the employees can be and are partially met through negotiation, yet they must be more fundamentally satisfied by the correct treatment of the employee by his superior—his immediate boss. Nevertheless when negotiations commence, if you and I clearly understood these basic needs on the part of employees, we can more easily recognize the proper places to "give." Furthermore we can understand the position of the union repre-

sentatives with more sympathy and we will be able more correctly to evaluate the difference between professional union desires and demands and the employees' basic wishes.

Collective bargaining is the result of a situation—not the cause of it! And where explosions occur, you and I should diligently probe for the basic cause and not be satisfied with what is said to be the cause! The real solution may be entirely different from that which is offered as the solution. It is our job to find the real solution!

Is A Daily Problem

AND this is a job that must be done continuously, even daily. To expect that human relations problems can be at any time fixed for once and for all is utterly absurd. No matter how well our human relations problems are handled, local unbalances will arise, hence, equilibrium must be promptly and effectively restored.

To expect loyalty and confidence and real willingness to contribute their best services from people whose feelings of personal integrity have been damaged—no matter how unintentionally—is, gentlemen, to ask for the moon.

So you can see that the job which confronts us daily from now on is indeed a tough one whether or not we actually engage in collective bargaining. It is a job that challenges all of us to bring to the situation every measure of courage, vigor, understanding and intelligence that we can command.

In the darkest days of the Civil War at the end of President Lincoln's first term, he was moved with trepidation to observe at that time of grave crisis: "The occasion is fraught with difficulty and we must rise to the occasion."

One thing is certain, we must all diligently try to be equal to the formidable task in human relations that confronts us today. For to try and fail is at least to learn. To fail to try is to suffer the inestimable loss of what might have been.

*The Employers Association of Chicago.

CLINTON CHANGES NAME

The name of the Clinton Company, Clinton, Ia., the nation's third largest manufacturer of products from corn, 89.8% ownership of which was in the hands of the National Candy Company of St. Louis, will hereafter be known as Clinton Industries, Inc. The parent company will use the same name. The Clinton Company was formed in 1906 as a direct subsidiary of the candy company.



THE "NU-HY" BUCKET

IS A Challenge TO

TRADITIONAL METHODS OF HANDLING GRAIN

PATENTED

"Nu-Hy" Buckets will increase your capacity! Their very design proves that! The high sweeping sides—high lip—greater load carrying ability and the possibility of continuous spacing on belt are the deciding factors. We've proved it time and again.

"Nu-Hy's" are the result of scientific research in elevating grain. A leg equipped with "Nu-Hy's" spaced on belt according to our studied recommendations will bring any leg up to its highest potential capacity.

"Nu-Hy's" carry more, hence deliver more. They empty clean . . . no back legging . . . no lost motion. Everything about the "Nu-Hy" is scientific . . . its design . . . its construction . . . its performance. Why not equip your legs with the best! Send for form No. 76 and let us analyze your operations. You'll choose "Nu-Hy's" when you see the results they make possible.

No lost capacity when "Nu-Hy's" are installed.

Screw Conveyor Corporation

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ENGINEERS MANUFACTURERS

TRADE MARK REG. PAT. OFFICE

Gilbert Schenk Dies Unexpectedly

Gilbert Schenk died unexpectedly on Saturday afternoon, April 27.

Head of The Weevil-Cide Company of Kansas City, Gilbert was widely known and respected. Always the perfect, soft-spoken gentleman, he was mentally so astute as to leave his eager listeners amazed at his store-house of knowledge.

The industry gained considerably because of his having devoted his talents to its infestation problems. To say that he leaves an indelible mark of accomplishment would be a gross understatement. He will long be remembered as one grand soul.

Born in Evansville, Indiana, on September 20, 1893, his happy boyhood was not interrupted until he left for Colorado at eighteen. In different sections of that scenic state he engaged in various types of endeavor for the next six or seven years, leaving to serve as an infantryman in the Army during World War I.

To Jap-Russ Front

After but four months of training, Gilbert's unit was shipped to Vladivostok, Siberia, where he took part in what was then and later a little-known chapter of the first World conflict. Following the Russian Revolution of 1917, Siberia had become a battleground for the opposing forces of the Czarists (or White Russians) and the Bolsheviks. The Allies had agreed to send a few regiments to Siberia, presumably as a stabilizing influence.

The Americans, British, and French, therefore, landed little more than token forces, but the Japanese, with typical "double dealing," landed ten times the agreed number of troops. The Japanese were attempting to use the Civil War in Siberia as a pretext to seize Eastern Siberia. Their subsequent merciless treatment of Siberian peasants left its mark, not only on the Russians, but also on the Allied soldiers who served there.

While the mission of the American troops was avowedly and genuinely neutral, their assigned task of guarding the Trans-Siberian Railway often brought them into conflict with both sides in the Russian Civil War—and often with Japanese intrigue.

Had Preview of World War II

Returning to the West Coast in November of 1919, a year after the

Armistice, Gilbert's observations and experiences in Siberia were matters of considerable interest to him throughout his life—particularly after Pearl Harbor. He felt that he and other Allied soldiers who had served in Siberia nearly a quarter of a century earlier had thereby received a preview of the pattern of Japanese aggression and treachery which was so well illustrated in World War II.

A few weeks before going overseas, Gilbert had married Miss Mary Cramer. Joining her on his return to this country, they lived on the West Coast until the summer of 1920, then moved back to Colorado, where Gilbert entered the Colorado State College at Fort Collins. Majoring in entomology, he graduated in June of 1925. During these years and the next five to follow there were four daughters and one son, all living, born to them.

After graduation Gilbert engaged in research work, and in December of 1925 he was employed by the American Cyanamid Company as a research entomologist. Moving to Kansas City early in 1926 he undertook a research problem in grain fumigation—which proved to be his introduction to a field which was to become his life's work.

Starts His Own Company

Completing the problem in a few months, Gilbert continued in a combined sales and research capacity, comparing experimental conclusions with actual field experience in practical grain and mill fumigation. He continued at this work until the Spring of 1928, when he accepted a position as entomologist with the U. S. Bureau of Entomology, Department of Stored Products Insect Control, with headquarters at Manhattan, Kansas.

Serving in this latter capacity for about one year, or until early in 1929, Gilbert organized the Weevil-Cide Company at Kansas City. This decision was motivated by the fact that the gradual yearly increase in the amount of grain in storage was steadily causing a corresponding development of insect infestation. He was also influenced by his belief that many problems in grain fumigation could be solved by a close study of the various contributing factors and by a precise application of knowledge of insects and practical conditions to methods of insect control.

He brought to his work an earnestness and sincerity of purpose which



impressed itself on the majority of people with whom he came in contact. Coupled with these traits were honesty and frankness in granting a disadvantage or estimating a situation realistically. When, to these qualities, were added a warm and genial personality and a genuine modesty, it is not surprising that many business acquaintances became lasting and deep-rooted friendships.

An SOGES Booster

His early association with the SOGES was a source of much enjoyment to him. As an Associate member he took a great deal of interest in the organization. He quietly helped in forming the Kansas City Chapter and always supported its activities. In recent years failing health prevented his frequent attendance at meetings and made him forego annual conventions. However he lost no opportunity to renew old friendships and associations by letter or, on occasion, when he was able to travel.

The immediate cause of his untimely demise was a heart attack. Even his immediate associates (who will continue the business), Frank E. Blodgett and Harold A. Hantz, were led to believe that his heart condition was not sufficiently serious to cause his death, so his passing away came as a distinct shock to them as well. Except at the last Gilbert apparently did not suffer great pain, although his daily life was beset by ever-recurring pain and suffering. He withstood more of this than anyone we ever knew who still remained on his feet. If there was to be no surcease from this daily suffering, it is the only thing which could mitigate the thought of his untimely going.

In addition to the children and Mrs. Schenk, a host of warm friends join in the thought that the world is a better place for his having lived.

HARRY OLSON DIES

Harry B. Olson, 53, for a number of years in charge of the merchandise department of Seed Trade Reporting Bureau, Chicago, and later business manager of the *Seed World*, passed away on April 14 after a prolonged illness from heart trouble.

Joining the staff as a bookkeeper, his talents were soon recognized, and after being transferred into the merchandise division he soon became recognized as an expert on grain and seed handling and testing equipment.

With James M. Anderson, "Ole," as he was widely known, started a rival publication and merchandise business. However a few years later the two acquired the publication interests of the Seed Trade Reporting Bureau in exchange for their own merchandising business, now internationally known under the name of the Seedburo Equipment Co.

"Ole" was an ardent member of the Superintendents' Society and rarely missed a meeting until poor health kept him confined. He had a host of friends who will sorely miss his warm hand clasp and his cheery smile. He is survived by two sisters and a brother.

TISCHER TO SEEDBURO

A. V. Tischer, chief inspector and weighmaster of the Des Moines Board of Trade for the past 27 years, will hereafter be state representative for the Seedburo Equipment Company of Chicago. Starting his career as a grain clerk in CGW's Chicago yards back in 1912, he handled grain for



export in Houston and Galveston the following year. The sampling and weighing departments of the Chicago Board of Trade gave him further experience the next two years, and until he became a naval intelligence officer he spent the intervening time with the U. S. Department of Agriculture.

A post-war year on the Pacific Coast, at Astoria and Portland, Ore., gave him some coveted contacts with the grains raised in that area before he organized the two departments at Des Moines. He now looks forward to personally meeting all of the shippers in the state with whom he has enjoyed such friendly relations in the past.

KANSAS CITY ELECTS

William H. Gravatt of Davis-Noland-Merrill Grain Company's Santa Fe Elevator was recently elected president of the Kansas City SOGES Chapter, succeeding Ward E. Stanley of Standard Milling Company. Roy Herod of Langdon Supply Company was elevated to the first vice presidency, and Bernard Friel, formerly secretary-treasurer, was promoted to the second vice presidency.

New secretary-treasurer for the coming year is George Spafford, Superintendent of Standard Milling Company's Wyandotte Elevator.

Directors elected include: Harley J. Hixson, Continental Grain Company; Orrin E. Kinman, Cargill, Inc.; Guy Ferguson, Uhlmann Grain Company; O. B. Duncan, Salina Terminal Elevator Company; Earl S. Gray, Interstate Oil Company; Charles F. Peterson, retired, Simonds-Shields-Theis Grain Company, and Ward E. Stanley, Standard Milling Company.

EVANS' REASONING FOLLOWED

Several years ago Earl R. Evans of the Evans Elevator Co., Champaign, Ill., advanced a long list of reasons why it would be better to relax federal "yield" restrictions so that distillers could use the lower grades of corn. At that time there was plenty of the better grades, and requirements were not lifted.

Now, however, the USDA has stepped into the picture and forbidden the use of Nos. 1, 2 and 3 grade by the whiskey makers, which order is likely to remain in effect for some time. Distillers require approximately 16,000,000 bu monthly, and if the Treasury Department would revise their "yield" figures so that these grades would be used hereafter, Mr. Evans believes it would help all concerned.

KENNEDY RETURNS TO G&FDNA

Ron Kennedy has rejoined the staff of the Grain & Feed Dealers National Association in St. Louis after more than 4½ years in the army. He formally assumes the duties of secretary-treasurer of the organization, taking



over from Roger P. Annan, who resigned. At the same time Kennedy will become treasurer of the National Grain Trade Council, according to F. Peavey Heffelfinger, President of the first-named association.

Kennedy, a colonel in the AAF, was separated from active duty after serving from August 1941 as a staff intelligence officer. His assignments included an abortive pre-Pearl Harbor trip toward the Philippines, duty in several West Coast fighter control centers, and 28 months as chief of intelligence in the 65th Fighter Wing in England. The 65th was the control unit for all Eighth Air Force air/sea rescue operations, and ultimately handled all fighter control in England for the Eighth as well.

As part of his AAF work, Kennedy wrote a series of official books on fighter control, anti-flak work and air/sea rescue as handled by his Wing. He was awarded the Bronze Star medal and the Army Commendation ribbon for service in the AAF Technical Training Command.

Prior to the war, Ron Kennedy was secretary of the Western Grain & Feed Association in Iowa from 1937 to 1940, and secretary of the Pacific Northwest Grain Dealers Association, Spokane, 1934-37. In 1941, immediately before going on active duty, he was employed by the Grain & Feed Dealers National Association and the National Grain Trade Council in Washington.

BRUSSEAU TO FROEDTERT

Ray Brusseau, formerly Superintendent of the Atlantic Elevator Co.'s terminal in Minneapolis before its destruction by fire, is now Super of the Union Elevator for Froedtert Grain & Malting Co. Ovie Christopherson, formerly Super at the Soo Elevator for Archer-Daniels-Midland Co., heads the mechanical department.

RAMSEY DIES

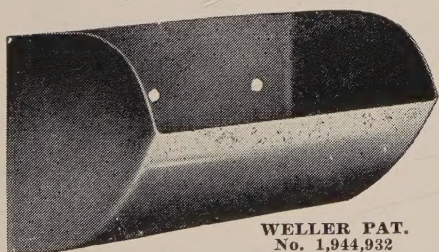
William T. Ramsey, 68, a resident of Kansas City since the turn of the century, died on April 24. In 1942 he had retired as Superintendent of the Empire Elevator there.

BILL PORTER ILL

The doctor put me into the hospital for a month, and I am still "grounded" for several weeks. Had an attack of coronary thrombosis.

Had planned to put on an intensive campaign for new members in the SOGES and on attending the Cedar Rapids convention, but all that has to go by the boards for the present at least. The doctor gives me good encouragement for my complete recovery—if I take proper care of myself, which I intend to do.

Give my regards to the boys, and especially to Slim Carlson, and tell them I am thinking about them all. If nothing worse sets in I will be at the convention next year with a flock of new members.—William J. Porter, Russell-Miller Milling Co., Grand Forks, N. D.



WANT TO BE SHOWN?

Fine! That's one of the best things we do! Here's how: simply equip one of your elevator legs with Calumet Cups. Check 'em against old style buckets and see for yourself how much greater capacity you actually get from the elevator bucket with the Logarithmic Curve. Indisputable eye evidence conclusively proves the superiority of the

CALUMET Super Capacity Elevator **CUP**

B. I. WELLER CO.

327 S. La Salle St.

Chicago 4, Ill.

McALLISTER TO B.M.I.E. CO.

Perry F. McAllister, widely known engineer associated with the industry for many years, has become Chief Engineer of the Better Methods Industrial Engineering Co. of Chicago. Formerly with the Screw Conveyor Corporation of Hammond, an industrial metropolis southeast of Chicago, "Mac" lives in a suburb west of Chicago, and the 40-mile drive each way every day can now be replaced with a suburban train jaunt of 20 minutes or less.

NOW HE'S THE SUPER

I am sending my application for membership in the Society of Grain Elevator Superintendents. I also want to thank you personally because it was upon your advisement that I came to Russell-Miller in 1943 as an elevator helper. With my previous experience and a lot of hard work, and through the fine co-operation of the management here, I am now elevator superintendent. Mr. Blount, the man I succeeded, retired and returned to his home in Minneapolis.—C. H. Huskisson, Alton, Ill.

WE DO

Millwright Work
Erection of New Production Machinery
Installation of Materials Handling Equipment
Construction of Structural Supports
Maintenance of Mechanical Equipment
Realignment of Present Installations
Alteration of Old Installations
Conveyors
Monorail Systems
Cranes
Reclaiming Your Stored Machinery
Integrating Your Old Machinery and Equipment
with New
Replacing Worn and Broken Mechanical Parts



All these services and many others are available to you thru our organization. Our long experience has made us familiar with the structure and design of every type of materials handling and production machinery and equipment . . . we are the only volume operators that specialize in these mechanical services . . . we are tooled for the biggest job and mobile enough to serve quickly on the most urgent and smallest . . . we are experienced and skilled enough to do a man-saving, time-saving, cost-saving job.

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All phones—SEELEY 1677

HERB BRAND TO NEW WORK; CHRISTIE SUCCEEDS

Since Feb. 21st I have had a new job with the company as traveling representative. Being a sort of goodwill ambassador, calling on the shippers in the state, is surely a change from being at the plant. The next thing to get used to is being away from home after 38 years of home cooking and sleeping. As you know, for 31 years I bought grain for the company at Fort Dodge. I know I'm going to like my new work.



Mr. E. A. Christie, well known in milling circles as "Red" and oftener referred to as "Deacon" around the plant here, is now the Superintendent of Elevators.—Herbert C. Brand, The Quaker Oats Company, Cedar Rapids.

ROENNFELDT LEAVES

John Roennfeldt is not with the Maney Milling Company anymore.—John T. Goetzinger, SOGES Omaha Chapter Secretary.

CHENIER SUCCEEDS McCALLUM

John Chenier succeeds Percy McCallum as General Superintendent of the Saskatchewan Pool Terminal Elevators at Port Arthur. Percy is a past SOGES Chapter president and was active in helping to arrange the SOGES convention there in 1937—the association's largest to date.

C. R. Lindeman is now Superintendent of Pool Terminal No. 4 and F. W. Pyett is now Superintendent of Pool Terminal No. 6. C. W. Swinger remains as Superintendent of Pool Terminal No. 7.

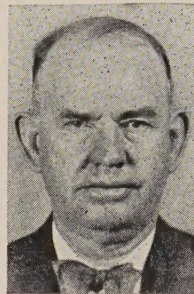
Pool No. 5, which was destroyed in an explosion last August, has not as yet been rebuilt.—R. B. Pow, Reliance Grain Co., Ltd., Fort William.

FOSTER LEAVES INDEPENDENCE

Leo Foster has severed his connection with the Waggoner-Gates Milling Co. of Independence, Mo., a suburb of Kansas City. He had been Elevator Superintendent for the past three years, and altogether has been associated in mill and terminal elevators for the past 20 with Standard Milling Co., Salina Terminal Elevator Co. and Cargill, Inc.

FEEMSTER BACK IN SADDLE

"A lot of water has flowed over the dam," writes H. William Feemster of Baltimore, "and several changes have taken place down here. Frank A. Peterson left the Mt. Clair

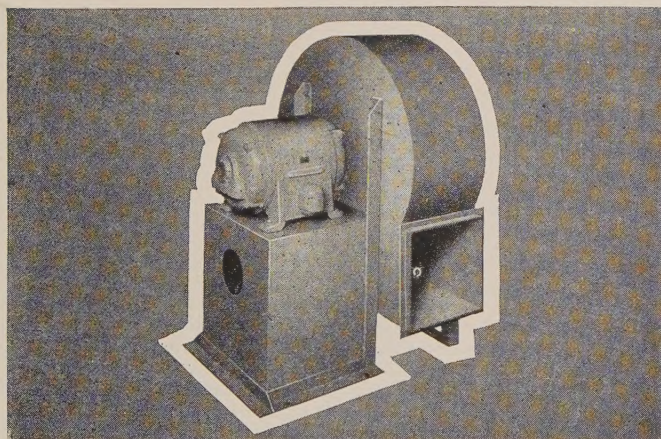


Elevator and has moved to Seattle. I believe he is one of the few who have left the ranks of the Elevator Supers and entered other fields.

"James Carr, formerly Super at the Norris

Elevator, has taken the job of General Foreman at the B. & O. terminal, where the founder of the SOGES, Chris Wood, was Super before his death. . . . That left the Norris house in my lap, and I have been taking care of it since Dec. 1. Guess I will try to keep the pot boiling until they get a better [such modesty] man or my health breaks.

"No doubt you know that exporting in Baltimore has again bloomed out into one of the main ports for grain."



Improved designs of all types for every ELEVATOR AND MILL SERVICE

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Steel Plate Blowers and Exhausters—

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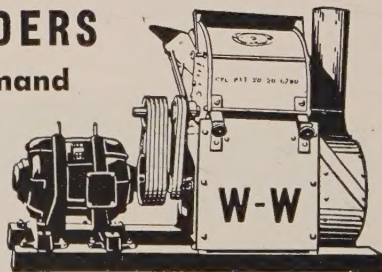
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- Grind to any fineness or pulverize.
- Adaptable to dry, wet, greasy or stringy material.
- Exclusive and famous W-W Star Cylinder.
- Heavy, rigid cast frame, shaft, bearings—all built over-size according to horsepower requirements.
- Big feed openings for fast, easy work, up to 36" wide.
- Built for low power and low upkeep costs in relation to big capacity, and reasonably priced.
- Less friction, providing lower moisture loss, cooler grinding.

Use W-W equipment for bigger profits and satisfied customers in all grinding work. Write for literature on any type of grinding.

W-W GRINDER CORP., Dept. 319, Wichita, Kansas

OSCAR OLSEN ILL



Oscar W. Olsen of the Glove Elevator Division of F. H. Peavey & Co., Duluth, Charter SOGES member and chairman of the association's Safety Committee, has been suffering from a

condition which the doctors claim will take much rest to overcome. He is out of danger now and recuperating satisfactorily, although he will be away from his post as General Superintendent a little while longer.

RALSTON-PURINA CHANGES

E. A. Cayce, Manager of the Grain Division of the Ralston Purina Co., St. Louis, Mo., has been made Assistant Vice-President and Assistant Director of Purchasing, Donald Danforth, President announced, simultaneously with the promotion of three other men in the Buying Department. Succeeding Cayce as Manager of the Grain Division is R. H. Dean, Manager of the Purina plant at Circleville, Ohio.

Don B. Walker, who has been assistant to Cayce in the Grain Division, becomes Manager of the Soybean and Oil Meal Division, succeeding E. F. Johnson, who resigned. John P. Brown was named Assistant Manager under Walker.

Cayce joined Purina at Nashville, Tenn., in 1917 and worked at the plant in that city until 1925 when he was made Assistant Manager of the Kansas City plant. He became manager of the Checkerboard Elevator Co., in Kansas City in 1935, Manager of the Circleville, Ohio, plant in 1940 and moved into the Buying Dept. in St. Louis, in 1944.

Special Cars Solve Unloading Problem in Australia

I am sending you a photograph of a train of our 21-ton capacity bulk wheat trucks. The train-load in the photograph [see front cover] totals one thousand tons, each truck containing the 21 tons of wheat. Eleven tons is the approximate weight of the empty truck.

The trucks have two top openings on each side for loading and each one is equipped with eight hopper openings in the floor. Discharge of the wheat is almost immediate. Your particular problems no doubt are best related to your 40-ton truck, but I think the photograph may be of interest to the many readers of GRAIN.

Dean and Walker are natives of South Dakota, the former joining Purina out of Grinnell College, Iowa, in 1938 as a Grain Buyer in St. Louis. Later he managed the Checkerboard Elevator Co. at Buffalo and served as Assistant Manager at the Circleville plant before becoming manager.

Walker went with Purina out of Iowa State College in 1935 and served as Manager of the Soybean Dept. at Circleville and Manager of the Iowa Falls, Iowa, plant, where the Company has a soybean plant and a feed plant, before moving to St. Louis as a Grain Division Assistant in 1944.

BOB GINN NOW BUYER

Bob Ginn of the Kansas Milling Co., Wichita, has been promoted from Elevator Superintendent to Grain Buyer. Olin M. Hoisington succeeds Bob.

NEW SUPER AT AMAIZO

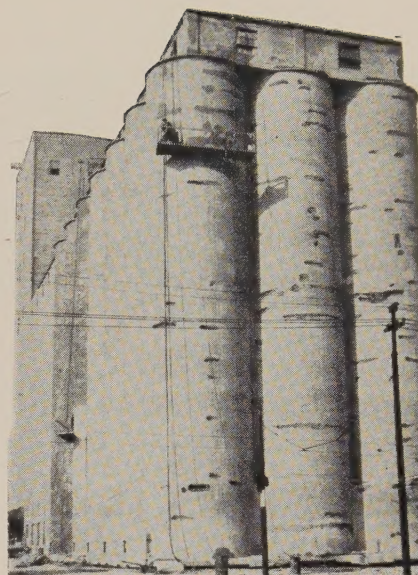
Howard Sliveck, recently returned war veteran, has been selected as Corn Elevator Foreman of the American Maize-Products Co., of Roby, Ind., a suburb of Chicago. He has had quite an interesting background in the sciences.

AMBLER LEAVES OMAHA

Lou Ambler leaves Omaha and the Richardson Scale Company on Jan. 15. He was formerly Elevator Superintendent for The Glidden Co. of Chicago. Mrs. Ambler and the children remained in Chicago during Lou's absence.

HAMMERSTEIN TO COLUMBIA

Chester Hammerstein, formerly elevator and malt house superintendent for Anheuser-Busch, Inc., at St. Louis, has joined the Columbia Brewery of the same city.



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A dust explosion is a fast and ferocious worker that brooks no opposition. Whatever stands in its way is simply BLOWN OUT OF THE WAY! So to lick a disastrous dust explosion, provide a quick EXIT . . . an opening through which it can e-x-p-a-n-d, harmlessly out in the open air. Robertson Safety ventilators are designed to do just that.

Then, too, mounted on your elevator leg Robertson Safety Ventilators abolish risk of primary explosions by continually venting dangerous dust with unceasing gravity action.

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